

2005

Baldrige National Quality Program



Examiner Application

ethics



excellence

NIST

National Institute of
Standards and Technology
Technology Administration
Department of Commerce



Baldrige National Quality Program

National Institute of Standards and Technology • Technology Administration • Department of Commerce

November 2004

The Baldrige National Quality Program sponsors the Malcolm Baldrige National Quality Award that recognizes U.S. organizations for performance excellence. The high standards met by Award recipients allow them to serve as role models for the nation.

In support of the national program, experts from around the United States give their time generously and enthusiastically as members of the Board of Examiners. Board members make major contributions, both to the national effort to recognize and promote performance excellence, and to the organizations that support their participation.

The Baldrige National Quality Program seeks to create a board of experts capable of evaluating organizations that compete for the Award. The Award Program includes five eligibility categories: manufacturing, service, small business, health care, and education. Category coverage and balance are important factors in selecting board members. We seek to ensure broad representation from many industries, companies, and organizations including those from for-profit, not-for-profit, and public sectors. We are particularly interested in attracting physician applicants, and applicants with finance, food manufacturing, utilities, not-for-profit (including charities and government organizations), or senior management experience.

Prospective board members (including those who have previously served on the board) must apply each year. A portion of the board is replaced each year to expand the United States' base of knowledgeable, trained Examiners. This policy is necessary to fulfill the basic aims of the Baldrige National Quality Program, which are to allow participation by as many experts as possible and to provide needed sector balance.

If you believe you are qualified, are willing to make a significant commitment of time and energy, and want to benefit from the networking and educational experience of being an Examiner, we encourage you to apply to serve on this year's Board of Examiners.

Sincerely,

A handwritten signature in black ink, appearing to read "Harry S. Hertz".

Harry S. Hertz

Director, Baldrige National Quality Program

Baldrige National Quality Program—General Information	1
Board of Examiners—General Information	2
Board of Examiners—Selection	3
Board of Examiners—Conditions of Involvement	4
Board of Examiners—Code of Ethical Conduct	6
Board of Examiners—Application Instructions	9
Application Forms	10
North American Industrial Classification System (NAICS) Codes	next-to-last page of this document

Baldrige National Quality Program Criteria for Performance Excellence

Criteria for Performance Excellence

1. Leadership
2. Strategic Planning
3. Customer and Market Focus
4. Measurement, Analysis, and Knowledge Management
5. Human Resource Focus
6. Process Management
7. Business Results

Education Criteria for Performance Excellence

1. Leadership
2. Strategic Planning
3. Student, Stakeholder, and Market Focus
4. Measurement, Analysis, and Knowledge Management
5. Faculty and Staff Focus
6. Process Management
7. Organizational Performance Results

Health Care Criteria for Performance Excellence

1. Leadership
2. Strategic Planning
3. Focus on Patients, Other Customers, and Markets
4. Measurement, Analysis, and Knowledge Management
5. Staff Focus
6. Process Management
7. Organizational Performance Results

(It is recommended that you read the entire package before completing the application.)

Malcolm Baldrige National Quality Award (MBNQA)

The Malcolm Baldrige National Quality Award, created by public law in 1987, is the highest level of national recognition for performance excellence that a U.S. organization can receive.

The Award was established to promote the awareness of performance excellence as an increasingly important element in competitiveness. Not only does it recognize excellent organizations, the Award also aims to increase the understanding of the requirements for performance excellence. To accomplish this, the Award promotes information sharing on successful performance strategies and the benefits derived from implementation of these strategies.

The Department of Commerce is responsible for the Baldrige National Quality Program and the Award. The National Institute of Standards and Technology (NIST), an agency of the Department's Technology Administration, manages the Baldrige Program.

Award Eligibility

Any for-profit business headquartered in the United States or its territories, including U.S. subunits of foreign companies, may apply for the Award in the following categories:

- (1) manufacturing
- (2) service
- (3) small business

For-profit and not-for-profit organizations in the United States or its territories may apply for the Award in the following categories:

- (4) education (elementary and secondary schools and school districts; colleges, university systems, schools or colleges within universities; professional schools; and technical schools)
- (5) health care (hospitals, health maintenance organizations, long-term care facilities, health care practitioner offices, home health agencies, and dialysis and ambulatory surgery centers)

Criteria for Performance Excellence

The Criteria for Performance Excellence fall into seven Categories. The terms used to describe these Categories differ slightly among the three Criteria to better reflect the business, education, and health care environments, respectively.

Award applicants must address a set of examination Items within each of these Categories. Heavy emphasis is placed on organizational performance and improvement demonstrated through quantitative data furnished by applicants. To identify the specific set of Categories for all three Criteria, please refer to the sector-specific lists following the Table of Contents.

Award Examination Process

Each written Award application is evaluated by members of the Board of Examiners. High-scoring applicants are selected for site visits. A Panel of Judges recommends Award recipients to the Secretary of Commerce from among the site-visited applicants. All Award applicants receive a written feedback summary of strengths and opportunities for improvement.

Confidentiality

All Award and Examiner applications are confidential. Information on the successful strategies of Award recipients is released only after approval is received from the recipients.

Address and Information Requests

You may either apply online at www.baldrige.nist.gov or send your completed application and sealed recommendations to

National Institute of Standards and Technology Baldrige National Quality Program

Administration Building, Room A600
100 Bureau Drive, Stop 1020
Gaithersburg, MD 20899-1020

Telephone: (301) 975-2036; Fax: (301) 948-3716

E-mail: nqp@nist.gov

Web site: www.baldrige.nist.gov

Background

The Board of Examiners comprises leading U.S. business, health care, and education experts selected from industry, professional, and trade organizations; government agencies; other not-for-profit groups; and the ranks of the retired. Examiners must take part in a comprehensive preparation course covering the Criteria for Performance Excellence, the scoring system, and the evaluation process. Those selected to be Examiners must have time available during the period from April to December 2005 to attend the preparation course in Gaithersburg, Maryland, and to conduct reviews.

The schedule for the Examiner application process is:

Examiner applications postmarked on or before	January 5, 2005
Notification letter sent by	March 29, 2005

Examiner Application Process

Each fall, applications are solicited from individuals to serve as Examiners for the following year. Examiners who served on the board in previous years are required to reapply if they wish to serve again in 2005. Each year, a number of the Examiners are replaced to provide opportunities for participation by others. Due to the large number of applications, highly qualified applicants may not be selected in a given year in order to balance the board with Examiners from different sectors and different work experiences. Thus, past applicants who have not been selected are encouraged to apply again.

Appointments

Examiners are appointed by the Director of NIST to serve for one Award cycle. Appointments are subject to the Conditions of Involvement described on pages 4 and 5, and the Code of Ethical Conduct described on pages 6 and 7.

Notification Process

Notification letters will be mailed to all Examiner candidates by March 29, 2005, indicating their selection status. Examiner selectees must return the confirmation notice immediately upon receipt. Detailed instructions for the return process will be included.

Training

Training for those selected to be Examiners will be held at NIST in Gaithersburg, Maryland. The Examiner Preparation Course schedule is listed on page 18. Applicants will be able to indicate their preferred dates when they are notified of their selection.

Selection Process

The Baldrige National Quality Program seeks to establish a board of experts capable of evaluating organizations eligible for the Malcolm Baldrige National Quality Award and willing to serve as representatives of the Program. Sector coverage and balance are important selection considerations. Board members are selected on the basis of their personal qualifications and are not considered representatives of their employers or any other organization. Efforts are made to ensure broad representation and to minimize disproportionate involvement from one industry, sector, or single organization.

Selection Factors for the MBNQA Board of Examiners

Applications for the Board of Examiners are evaluated on the basis of

- (1) **Criteria Category Expertise** – refers to having experience in the seven Criteria Categories. Current or previous positions may demonstrate expertise in several categories. For example, employment history may demonstrate supervision of a large enough number of people to understand Human Resource Focus (Category 5), significant production leadership experience that enables an understanding of Process Management (Category 6), or marketing expertise that facilitates an understanding of Customer and Market Focus (Category 3).
- (2) **Breadth and Depth of Experience** – refers to the extent an applicant has in-depth experience in several industrial or service sectors, or health care or educational settings. (See the North American Industrial Classification System [NAICS] Codes on the next-to-last page of this document.) Given the conflict of interest restrictions in assigning Examiners to evaluate applications, the Award Program must give preference to candidates with in-depth knowledge of more than one industry.
- (3) **Specialized Expertise** – refers to knowledge or skill in an area of high need for the Program, such as experience in small business operations, senior management, statistical methods, health care, education, and financial results. Your expertise may be demonstrated through formal studies and/or accomplishments, which may include relevant job experience, papers or articles written, research conducted, and degrees or certificates earned.
- (4) **Examiner Skills, Knowledge, and Abilities** – refers to the knowledge, skills, and abilities that have proven useful to Examiners. These include knowledge of strategic planning, customer service, human resources, and process management; as well as analytical ability (particularly as it applies to evaluating an organization); the ability to communicate both orally and in writing; and interpersonal skills that enable Examiners to serve as effective team members.

Duties of Examiners

Examiners review, write an analysis of, and score written applications and prepare final scorebooks that are the foundation for written feedback reports to applicants. They may also participate in a consensus review process and a site visit. In addition to their application review responsibilities, board members contribute significantly to the Baldrige National Quality Program through outreach and educational activities by serving as representatives for the Program.

Number to Be Selected

Approximately 540 Examiners will be selected to serve for the 2005 Award cycle.

Examiner Eligibility

Examiners must be citizens or permanent residents of the United States and be located in the United States or its territories. No applicant shall be denied consideration or appointment as an Examiner on the grounds of race, creed, color, national origin, age, sex, or disability.

Terms and Conditions of Appointment

(1) Completion of Application

Prospective board members must provide two recommendations along with the 2005 Examiner Application electronically submitted by or postmarked no later than January 5, 2005. Recommendation letters must accompany the Examiner Application. *Applicants who have previously served on the Board of Examiners should not submit recommendations.*

Applicants will be sent letters informing them of their status in the Program by March 29, 2005. If a candidate finds, after submitting an application, that he/she would be unable to accept an appointment if offered, he/she should immediately withdraw the

application by notifying the Baldrige National Quality Program Office at 301-975-8950.

(2) Code of Ethical Conduct

Board members are expected to carry out their duties and responsibilities in the Award Program in accordance with the Code of Ethical Conduct. (See page 6.)

(3) Disclosure of Conflict of Interest

Those selected to serve on the board must provide information regarding conflicts of interest. Disclosure includes, but is not limited to, employers, financial interests, and client relationships. Such information will be used only for purposes of board assignments and otherwise will be kept confidential.

(4) Term of Appointment

The term of appointment to the board is approximately one year. This period extends from the date the Examiner Preparation Course is completed through the Award ceremony.

(5) Time Commitment

Applicants for the board should give careful consideration to the time commitment required to meet the Award review schedule. A minimum of ten days is required from May to December. **All Examiners are expected to complete a Stage 1, Independent Review.** If requested by the Program, Examiners are also expected to participate in Stage 2, Consensus Review, and/or Stage 3, Site Visit Review. Examiners must assume these Award cycle responsibilities if at all possible and should plan accordingly.

Evaluation of Award applications and consensus review may be conducted at the Examiner's work or home. Business is conducted by overnight mail and secured telephone and fax. Travel is necessary only for training and site visits.

Date(s)	Activity or Stage	Approximate Time Commitment
April-May	Pework and training (entire board)	40-60 hours prework, 3-4 days training
June-July	Stage 1-independent review (entire board)	35-50 hours
August	Stage 2-consensus planning call (30-50% of board)	1-2 hours
August-September	Stage 2-consensus preparation (30-50% of board)	10-12 hours
September	Stage 2-consensus call (30-50% of board)	2 calls, 4-5 hours each
September	Stage 2-post-call wrap-up	1-3 hours
September-October	Stage 3-site visit preparation (20-25% of the board)	1-2 days
September-October	Stage 3-site visit planning calls (20-25% of the board)	2-8 hours
October-November	Stage 3-site visit (20-25% of the board)	5-7 days, 15-18 hours per day

To ensure that Examiners understand these time commitments, applicants are asked to sign below.

I have read and understand the time requirements of the Award cycle for members of the Board of Examiners.

Signature _____

(6) Preparation Courses

Participation by board members in Examiner preparation courses is critical to the success of the Program because these courses include a detailed review of the Criteria for Performance Excellence, the evaluation process, the scoring system, consensus development, site visit requirements, and the Code of Ethical Conduct. All board members must attend one of the three-day preparation classes and must complete a 40- to 60-hour case study evaluation prior to attending the class. Selectees who cannot attend one of the scheduled classes will not serve as Examiners.

(7) Adherence to Award Processes

Board members are expected to meet all requirements associated with a fair and competent evaluation. This includes using the Criteria for Performance Excellence and corresponding scoring system, adhering to the evaluation processes, meeting site visit requirements, and avoiding conflicts of interest. Thorough documentation and written communication are essential parts of the overall review process.

(8) Assignments of Board Members

The Program seeks to provide the fairest, most competent evaluation of each Award application. Accordingly, board members are assigned to applications based on their knowledge and experience, consistent with the requirements to avoid conflicts of interest, to apportion the application load equitably, and to adhere to agreed-upon schedules. Overall participation of board members varies, depending upon the results of the Stage 1 evaluations.

(9) Compensation and Reimbursement

Since the Award application review receives no federal funding and application fees are kept to a minimum, the Program needs to operate with maximum voluntary support. In 2005, the Program will reimburse Examiner travel and expenses when requests are made and approved in advance. For the Examiner Preparation Course, airfare costs will be reimbursed at the advance purchase price for coach fare, to a maximum amount of \$500.00. Other reimbursable expenses, including transportation and meals, will be reimbursed to a maximum amount of \$100.00. (Most meals are provided by the Program during training.) For Award-related travel, Examiners are reimbursed in accordance with federal travel regulations. Examiner applicants who are selected for the board and require reimbursement to participate in the Program will be required to justify the need for reimbursement in advance. **Request for reimbursement is not a factor in selection.**

Members of the Malcolm Baldrige National Quality Award Board of Examiners pledge to uphold their professional principles in the fulfillment of their responsibilities as defined in the administration of Public Law 100-107, the Malcolm Baldrige National Quality Improvement Act of 1987, which establishes the Malcolm Baldrige National Quality Award.

In promoting high standards of public service and ethical conduct, board members

- Conduct themselves professionally, with truth, accuracy, fairness, respect, and responsibility to the public.
- Avoid representing conflicting or competing interests, or placing themselves in such a position where their interest may be in conflict—or appear to be in conflict—with the purposes and administration of the Award.
- Safeguard the confidences of all parties involved in the judging or examination of present or former applicants.
- Protect confidential information and avoid disclosures that may in any way influence the Award integrity or process, currently or in the future.
- Do not serve any private or special interest in their fulfillment of the duties of a Judge or Examiner, therefore excluding by definition the examination of any organization or subunit of an organization which employs them or has a consulting arrangement in effect or anticipated with them.
- Do not serve as Examiners of a primary competitor or customer or supplier of any organization (or subunit of an organization) that employs them, or that they have a financial interest in, anticipate a consulting arrangement with, or are otherwise involved.
- Do not intentionally communicate false or misleading information that may compromise the integrity of the Award process or decisions therein.
- Do when establishing links from their own Web sites to the NIST or BNQP Web sites make it clear to their users that they will be taken to the official NIST Web sites.
- Acknowledge the use of trademarks owned by NIST, including NIST, Quest for Excellence, and Malcolm Baldrige National Quality Award, along with a statement indicating the trademark is registered by the National Institute of Standards and Technology.
- Never approach an organization they have evaluated for their personal gain, including the establishment of an employment or consulting relationship, and if approached by an organization they have evaluated, do not accept employment from that organization for a period of five years after the evaluation.
- Maintain the confidentiality of all Award application information, including the identity of applicants, and preserve fairness in the examination process.
- Treat as confidential all information about the applicant and the applicant's operation gained through the evaluation process, and take the following precautions:
 - a. Applicant information is not to be discussed with anyone, including other Examiners, with the exception of designated team members, Judges, the Award Administrator, and NIST representatives. This includes information contained in the written application as well as any additional information obtained during a site visit.
 - b. Names of applicants are not disclosed during or after the application review process.
 - c. No copies of application information are made or retained. (ASQ will notify Examiners when to return materials.)
 - d. No notes, written or electronic, pertaining to the application are retained. (ASQ will notify Examiners when to destroy all notes.)
 - e. No discussions mentioning applicant identities are held on cellular or cordless phones or by voice mail. E-mail exchanges are only through encrypted, secure Web sites designated by NIST.
 - f. No applicant information is adapted and used subsequent to the review process, unless the information is publicly released by the applicant (at the annual Quest for Excellence Conference, for example).
- Personally and independently score all assigned applications.
- Do not communicate with applicant organizations or in any manner seek additional documentation, information, or clarification. This restriction includes Internet searches.

- Do not at any time (during or after the evaluation cycle) independently give feedback to applicants regarding scoring or overall performance.
- Do not reveal or discuss with other Examiners, either during the training or during the application review phases, their participation with an organization in the preparation of an Award application.
- Upon completion of the Examiner Preparation Course, may use the following designation: Examiner, Malcolm Baldrige National Quality Award (MBNQA), and year(s) served. However, board members may not use the MBNQA logo in any advertising or promotion, nor may business cards include the Examiner designation or the MBNQA logo.

- During the consensus and site visit processes, encourage and maintain a professional working environment that promotes respect of the Award applicants, their employees, and all members of the Examiner Team.
- When participating in a site visit, respect the climate, culture, and values of the organization being evaluated.

Furthermore, board members enhance and advance the Malcolm Baldrige National Quality Award as it serves to stimulate American companies and organizations to improve quality, productivity, and overall performance. All board members pledge to abide by this Code of Ethical Conduct.

Note: Use this form only if you wish to submit your application on paper. If you wish to submit your application and recommendations online, access the online application from our Web site, www.baldrige.nist.gov.

SEE DESCRIPTIONS BELOW TO DETERMINE WHICH FORMS YOU SHOULD COMPLETE.

First-Time Applicants

- Personal Information
- Examiner Knowledge, Skills, and Abilities
- Criteria Category Expertise
- Employment History
- Education and Training
- How Did You Hear About the MBNQA Board of Examiners?
- Baldrige or Related Assessment Experience
- Outreach Activities
- Self-Rankings
- Disclosure of Conflict of Interest
- Recommendations (Required recommendation forms are on pages 19-22.)
- Examiner Preparation Course Schedule

Former Applicants Who Have Never Served on the Board

If you have applied previously (within the past three years) but never served on the Board of Examiners, you may simply update your Employment History if necessary, and complete the remainder of the forms and the other sections of the application. To view the information submitted previously, go to www.baldrige.nist.gov. A pin number and password will be sent to you in November to allow you to access your file. If you have any questions about this process, please call our office (877-237-9064).

All applicants who have never served on the Board of Examiners must submit the two required recommendation forms as part of their completed application package. The completed recommendation forms and four copies should be returned to the applicant in a sealed envelope (with the signature of the recommendation provider across the seal) for inclusion in the application package. The completed forms must be included with the application package that is mailed to the Baldrige National Quality Program Office:

National Institute of Standards and Technology
Baldrige National Quality Program
Administration Building, Room A600
100 Bureau Drive, Stop 1020
Gaithersburg, MD 20899-1020

Returning Examiners

- Personal Information
- Update to Employment Information
- Outreach Activities
- Self-Rankings
- Disclosure of Conflict of Interest
- Examiner Preparation Course Schedule

Formatting Instructions

Any type style may be used. Applicants may submit an application produced with a word processor if (1) the application pages contain the identical information requested on this form, (2) the information is presented in the same order, and (3) the layout and space allocation is similar to this form. Applications produced with a word processor must meet these requirements.

Submission Instructions

The application package must include one original typed application, four copies of the application forms, and two envelopes containing the completed recommendation forms with copies. Two-sided copies are preferred. Fax copies are not acceptable.

Examiner applicant selection letters will be mailed by March 29, 2005.

PERSONAL INFORMATION

PLEASE TYPE THE APPLICATION.

_____ Title: Mr. ☐ Ms. ☐ Mrs. ☐ Dr. ☐
Last Name First Name M.I.
Home Address: _____ Date of Birth: (Optional) _____
Street _____ Place of Birth: _____
City, State, Zip _____ Citizenship: _____
Preferred Mailing Address: ☐ Work ☐ Home Permanent Resident Visa: ☐ Yes ☐ No
(Preferred address cannot include a P.O. Box number.)

Please indicate your preferred phone and fax numbers by placing an “x” in the boxes provided.

Work Phone: _____ **Home Phone:** _____ Preferred Phone: ☐ Work ☐ Home
Work Fax: _____ **Home Fax:** _____ Preferred Fax: ☐ Work ☐ Home
E-mail Address: _____

List up to five NAICS Codes most relevant to your expertise: _____, _____, _____, _____, _____. (See next to last page.)

If you have been an MBNQA Examiner previously, list the year(s) you have served: _____, _____, _____, _____.

May we send your name to the state award programs as a potential examiner? ☐ Yes ☐ No ☐ Already involved

Preferred Name for Name Tag:
(Provide first and last name only.)

Preferred Name for Certificate:
(Use of one degree or credential is optional.)

EXAMINER KNOWLEDGE, SKILLS, AND ABILITIES

It is beneficial for Examiners to possess some or all of the following skills. Refer to “Selection Factors” on page 3 of this document for more information.

Note: For questions 1-4, please place a single (only one) check mark in the box that best describes your professional experience.

1. Which of the following best describes your strategic planning experience?

- ☐ As a strategic planning expert, I established strategic plan objectives and action plans, and I measured these plans using key performance measures or indicators.
- ☐ I led strategic planning over a number of years or with a variety of organizations.
- ☐ I have participated substantially in the strategic planning process.
- ☐ I have limited participation in the strategic planning process.
- ☐ I have no experience in the strategic planning process.

2. Which of the following best describes your experience designing and delivering products, services (including patient care or course work), or support processes (including administrative processes and supplier/partner processes)?

- ☐ I am a recognized expert (e.g., certified/experienced Six Sigma Black Belt, have a current ASQ or other certification).
- ☐ I have significant production leadership experience.
- ☐ I have direct involvement in the design and delivery of my organization's key processes.
- ☐ I have a substantial educational background and/or training in process management.
- ☐ I have no experience in process management.

3. Which of the following best describes your experience with human resource approaches and issues?

- ☐ I have held one or more leadership or supervisory positions, and I have made organization-wide decisions regarding employee recruitment, benefits, training, development, and/or safety.
- ☐ I have supervised a large enough group of employees to understand human resource approaches and issues.
- ☐ I have had first-line supervisory responsibility for implementation of training and/or implementation of human resource policies.
- ☐ I have had training in human resource policies and practices.
- ☐ I have no experience in human resource policies and practices.

4. Which of the following best describes your experience with systematic processes and formal methodologies for determining customer/student/patient satisfaction, customer relationships, market knowledge, and customer/student/patient/stakeholder requirements?

- ☐ As an expert in this field, I routinely determine requirements of key customer processes, design and measure processes that meet these requirements, and improve processes to achieve better performance.
- ☐ I have demonstrated experience with customer relationship management processes in a variety of settings over a number of years.
- ☐ I have implemented and improved customer relationship and management processes and methodologies.
- ☐ I have had formal education or training in these processes and methodologies.
- ☐ I have no experience in these processes and methodologies.

EXAMINER KNOWLEDGE, SKILLS, AND ABILITIES (continued)

Note: Your response should include no more than six lines of text under each heading.

5. ANALYTICAL SKILLS

The ability to examine "analytically" an Award application is an important skill. Please describe the experience you have had selecting, gathering, analyzing, managing, and improving data and/or information.

6. COMMUNICATION SKILLS

The ability to convey your thoughts orally and in writing in a clear and concise manner is a valuable skill for participation in the evaluation process. It is also an important skill to help promote and represent the Baldrige National Quality Program. Please describe your accomplishments in both oral and written communication by citing specific examples of your most recent and/or relevant experience. Please include the titles of your oral communications and the audiences to whom you presented (internal and external to your organization). Please include publications, articles, business reports, and analytical writing citations.

7. TEAM MEMBER SKILLS

The Baldrige Award assessment is a team-based process, especially at the consensus and site visit stages. In addition, Examiner training emphasizes the necessity for team skills. Please provide a brief description of your experience on teams and why you are an effective team member.

CRITERIA CATEGORY EXPERTISE

Note: For an explanation of the Baldrige framework and leadership and results triads, see page 5 in the 2004 Criteria for Performance Excellence booklet.

Within the Baldrige framework, the leadership triad emphasizes the importance of a leadership focus on strategy and customers/patients/students. Describe the work/personal experience, knowledge, and involvement you have had that would qualify you to examine and provide feedback to an organization on its leadership triad. This should support your responses to questions 1 and 2 on the Examiner Knowledge, Skills, and Abilities form.

Within the Baldrige framework, the results triad focuses on an organization's employees and key processes to accomplish the work that yields business/health care/student learning results. Describe the work/personal experience, knowledge, and involvement you have had that would qualify you to examine and provide feedback to an organization on its results triad. This should support your responses to questions 3 and 4 on the Examiner Knowledge, Skills, and Abilities form.

EMPLOYMENT HISTORY

Describe in reverse chronological order (beginning with your most recent position) your last 15 years of employment—or your last five positions if they cover a longer period. The primary employer information will be used to identify your professional affiliation for the year 2005, serving as your work-contact information (Although you may have more than one current employer, you may only have one “primary” employer.)

Primary Employer: _____ Number of Employees: _____
Parent Company: _____ Number of Employees: _____
Work Address: _____
City/State: _____
Dates of Service (mm/yyyy): _____ to _____ Full-time ☐ Part-time ☐ Retired ☐
Check here if you are eligible to receive a company-funded pension based on your employment with this company. ☐
Organization Type (Please check all that apply.):
☐ small business (less than 500 employees) ☐ health care ☐ early childhood-secondary education
☐ service ☐ government ☐ higher education
☐ manufacturing ☐ independent consultant ☐ other education
☐ not-for-profit ☐ Other Type: _____
Job Title: _____ Number of Employees that you Supervise: _____
Name of Your Supervisor: _____

Employer: _____ Number of Employees: _____
Parent Company: _____ Number of Employees: _____
Dates of Service (mm/yyyy): _____ to _____ Full-time ☐ Part-time ☐ Retired ☐
Check here if you are eligible to receive a company-funded pension based on your employment with this company. ☐
Organization Type (Please check all that apply.):
☐ small business (less than 500 employees) ☐ health care ☐ early childhood-secondary education
☐ service ☐ government ☐ higher education
☐ manufacturing ☐ independent consultant ☐ other education
☐ not-for-profit ☐ Other Type: _____
Job Title: _____ Number of Employees Supervised: _____
Name of Your Supervisor: _____

Employer: _____ Number of Employees: _____
Parent Company: _____ Number of Employees: _____
Dates of Service (mm/yyyy): _____ to _____ Full-time ☐ Part-time ☐ Retired ☐
Check here if you are eligible to receive a company-funded pension based on your employment with this company. ☐
Organization Type (Please check all that apply.):
☐ small business (less than 500 employees) ☐ health care ☐ early childhood-secondary education
☐ service ☐ government ☐ higher education
☐ manufacturing ☐ independent consultant ☐ other education
☐ not-for-profit ☐ Other Type: _____
Job Title: _____ Number of Employees Supervised: _____
Name of Your Supervisor: _____

EMPLOYMENT HISTORY (continued)

Employer: _____	Number of Employees: _____
Parent Company: _____	Number of Employees: _____
Dates of Service (mm/yyyy): _____ to _____	Full-time <input type="checkbox"/> Part-time <input type="checkbox"/> Retired <input type="checkbox"/>
Check here if you are eligible to receive a company-funded pension based on your employment with this company. <input type="checkbox"/>	
Organization Type (Please check all that apply.):	
<input type="checkbox"/> small business (less than 500 employees)	<input type="checkbox"/> health care
<input type="checkbox"/> service	<input type="checkbox"/> government
<input type="checkbox"/> manufacturing	<input type="checkbox"/> independent consultant
<input type="checkbox"/> not-for-profit	<input type="checkbox"/> Other Type: _____
Job Title: _____	Number of Employees Supervised: _____
Name of Your Supervisor: _____	

Employer: _____	Number of Employees: _____
Parent Company: _____	Number of Employees: _____
Dates of Service (mm/yyyy): _____ to _____	Full-time <input type="checkbox"/> Part-time <input type="checkbox"/> Retired <input type="checkbox"/>
Check here if you are eligible to receive a company-funded pension based on your employment with this company. <input type="checkbox"/>	
Organization Type (Please check all that apply.):	
<input type="checkbox"/> small business (less than 500 employees)	<input type="checkbox"/> health care
<input type="checkbox"/> service	<input type="checkbox"/> government
<input type="checkbox"/> manufacturing	<input type="checkbox"/> independent consultant
<input type="checkbox"/> not-for-profit	<input type="checkbox"/> Other Type: _____
Job Title: _____	Number of Employees Supervised: _____
Name of Your Supervisor: _____	

EDUCATION AND TRAINING

Formal Education:		
Institution (Name, City, State)	Degree/Certificate	Dates Attended
_____	_____	_____
_____	_____	_____
_____	_____	_____
Other Relevant Training:		
Course Topic	Provider	Dates Attended
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

HOW DID YOU HEAR ABOUT THE MBNQA BOARD OF EXAMINERS?

Please tell us if any of the following had an influence on your decision to apply to become an Examiner. Check all that apply and be as specific as possible.

- ☐ Publication Announcement Specify Publication: _____
- ☐ Association Newsletter Specify Association: _____
- ☐ The Examiner booklet *Get on Board as a Baldrige Examiner* received at or by
- ☐ Conference (Which one?) _____
- ☐ Organization (Which one?) _____
- ☐ Mailing
- ☐ E-mail
- ☐ Other BNQP Materials Specify Publication: _____
- ☐ Word of Mouth
- ☐ MBNQA Examiner ☐ State/Local Program Examiner
- ☐ MBNQA Judge ☐ State/Local Judge
- ☐ Co-worker/Supervisor
- ☐ Other _____
- ☐ Organization or Company Organization Name: _____
- ☐ Involvement in a State or Local Award Program Program Name: _____
- ☐ Web site
- ☐ National Institute of Standards and Technology
- ☐ Baldrige National Quality Program
- ☐ American Society for Quality
- ☐ Other site (Please specify.) _____
- ☐ Other (Please specify.) _____
- ☐ Have you ever applied to be an MBNQA Examiner before? If so, please list the years: _____, _____, _____, _____.

BALDRIGE OR RELATED ASSESSMENT EXPERIENCE

Although not a requirement, it is helpful for Examiners to have previous Baldrige-like assessment experience. Please describe the experience you have had evaluating or preparing applications for internal, state or local, international, association, or other organizational award programs. You may also include experience with internal or supplier assessment processes based on the Baldrige Criteria. Please make sure you include length of service with each program mentioned. Also include any experience you have in the following roles:

Examiner, Senior Examiner, Judge, Overseer, Final Feedback Writer/Editor, Application Author, Program Director, and Consensus or Site Visit Leader.

Program Name	Role	Number of Years
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

OUTREACH ACTIVITIES

Please list professional and other organizations with which you are affiliated, and indicate the nature of your affiliation. Also indicate how you have assisted these organizations with outreach activities. This assistance may include presentations or articles you have completed on behalf of these groups.

Organization	Role
_____	_____
_____	_____
_____	_____
_____	_____

SELF-RANKINGS

Please rank from 1 to 7 your ability to evaluate applications in the following areas:

1 = best **(Use no number more than once.)**

- ___ Manufacturing Business
- ___ Service Business
- ___ Small Business – Manufacturing (not more than 500 employees)
- ___ Small Business – Service (not more than 500 employees)
- ___ Health Care Organization
- ___ Early Childhood Through Secondary Education
- ___ Post-Secondary Education

Please rank from 1 to 7 your ability to evaluate applications in the following Categories:

1 = best **(Use no number more than once.)**

- ___ Leadership
- ___ Strategic Planning
- ___ Customer and Market Focus
- ___ Measurement, Analysis, and Knowledge Management
- ___ Human Resource Focus
- ___ Process Management
- ___ Business Results

Please rank from 1 to 7 your level of knowledge or skill in the following areas:

1 = best **(Use no number more than once.)**

- ___ Expertise in the management of business, education, or health care
- ___ Expertise in the analysis of results in business, education, or health care
- ___ Knowledge of practices and improvement strategies leading to performance excellence
- ___ Written skills
- ___ Leadership skills
- ___ Interpersonal skills
- ___ Education or training skills

DISCLOSURE OF CONFLICT OF INTEREST

Members of the Malcolm Baldrige National Quality Award Board of Examiners shall voluntarily disclose to the Administrators of the Award the identity of employers, competitors, key customers, key suppliers, and clients, past, present, or potential, whose interest might be favorably or unfavorably affected by the actions the Examiner will undertake while acting as a member of the Board of Examiners. This includes disclosure of

- Companies in which board members have financial holdings
- Affiliations which may present or seem to present a conflict of interest for the board member

If selected to be a member of the Board of Examiners, signed statements will be requested before attendance at one of the Examiner Preparation Courses. Any material misstatement of fact in this application or incomplete disclosure of conflicts of interest shall be grounds for disqualification from the review process or dismissal from the Board of Examiners. Additionally, Examiners agree to update their employment, financial, and client records periodically throughout their appointment.

In applying for a position on the Malcolm Baldrige National Quality Award Board of Examiners, I attest to the accuracy of the information in this application and agree to abide by the Code of Ethical Conduct.

Signature of Applicant
Please sign in blue ink.

Date

RECOMMENDATIONS

Applicants who have not served on the Board of Examiners are required to submit two completed recommendation forms. If possible, one recommendation should be from someone within your organization; the second should be from someone outside of it. Members of the 2004 Panel of Judges may not provide recommendations. **Applicants are responsible for ensuring that the recommendations are submitted (and properly sealed) with the application package and for having the application package postmarked no later than January 5, 2005. Recommendation letters and/or application forms sent by fax are not acceptable.**

EXAMINER PREPARATION COURSE SCHEDULE

All members of the 2005 Board of Examiners must attend training in Gaithersburg, Maryland. New Examiners must attend a 1-day orientation class. The orientation will be held each Tuesday prior to the 3-day Examiner Preparation course. Senior Examiners must attend the 1-day Senior Examiner training course to be eligible to serve as Seniors in the Award cycle. Examiners selected to serve as Senior Examiners will receive an invitation from the Program. The Senior Examiner Course will also be held each Tuesday prior to the 3-day course. All Examiners, regardless of their years of service on the board, must attend one of the 3-day Examiner Preparation courses. The training dates are shown below with 4-day sessions for new and Senior Examiners and 3-day sessions for returning Examiners. Please note these training dates on your calendar. Your letter of selection will be mailed on March 29, 2005, to the address given on your application. (For timely delivery of the selection letter, please notify us of any address change.) Upon receipt, you may choose your preferred training dates with the understanding that classes will be filled on a first-come, first served basis. Although there is a maximum number of Examiners we can train each week, we will make every effort to honor your first-choice dates.

Examiner Preparation Course Schedule

Examiner Preparation Courses 3-Day Sessions for All Examiners

May 4-6
May 11-13
May 18-20
May 25-27

Senior Preparation, New Examiner Orientation Courses 4-Day Sessions for Senior and New Examiners

May 3-6
May 10-13
May 17-20
May 24-27

RECOMMENDATION FORM

(Recommendations are not required for former members of the Board of Examiners.)

_____ has applied to be a member of the 2005 Board of Examiners for the Malcolm Baldrige National Quality Award and has indicated you would provide a recommendation.

The role of the Examiners is to evaluate applicants for the Malcolm Baldrige National Quality Award based on the Criteria for Performance Excellence. Examiners review, write an analysis of, and score written applications and prepare the final scorebooks that are the basis for feedback reports to applicants. They also participate in consensus evaluations and site visits. In doing so, Examiners are required to have expertise in business, education, or health care management processes, and results; have knowledge of practices and improvement strategies leading to performance excellence; possess and use good analytical, writing, and oral communication skills; and work as team members. Examiners must meet the highest standards of qualification and peer recognition.

Please provide a recommendation relating to your knowledge of the applicant's qualifications to be an Examiner. **To submit the recommendation on paper, fill out the entire form and return the original form and four copies (two-sided copies are preferred) with your signature across the seal of the envelope. Return your recommendation form to the applicant early enough to ensure that the completed application can be submitted to the Baldrige National Quality Program Office with a postmark no later than January 5, 2005 . (The completed recommendation forms must be included with the application package that is mailed to the Baldrige National Quality Program Office by the applicant, or the applicant may mail the forms separately if the application is submitted electronically.) Please note: Fax copies are not acceptable.**

Using as a basis for comparison your peer group (professional colleagues), please rank the applicant's knowledge in the following categories, which are drawn from the Baldrige Criteria for Performance Excellence. Place an "x" in the appropriate column.

	Don't Know	Lower 50%	Upper 50%	Upper 25%	Upper 10%	Upper 1%
1. Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Strategic Planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Customer and Market Focus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Measurement, Analysis, and Knowledge Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Human Resource Focus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Process Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Business Results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Using as a basis for comparison your peer group (professional colleagues), please rank the applicant's ability in the following areas. Place an "x" in the appropriate column.

	Don't Know	Lower 50%	Upper 50%	Upper 25%	Upper 10%	Upper 1%
1. Expertise in the management of business, education, or health care	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Expertise in the analysis of results in business, education, or health care	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Knowledge of practices and improvement strategies leading to performance excellence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Written skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Leadership skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Interpersonal skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Education or training skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

RECOMMENDATION FORM (continued)

Name of Applicant: _____ **Applicant Phone No.:** _____

Name of Recommendation Provider: _____

Title: _____ Provider Phone No.: _____

Employer: _____ Years Known Applicant: _____

Please evaluate the applicant's qualifications to be an Examiner.

Upon the applicant's request, the Baldrige National Quality Program Office will make this reference available to the applicant.

Recommendation _____ Date _____
Provider Signature *Please sign in blue ink.*

RECOMMENDATION FORM

(Recommendations are not required for former members of the Board of Examiners.)

_____ has applied to be a member of the 2005 Board of Examiners for the Malcolm Baldrige National Quality Award and has indicated you would provide a recommendation.

The role of the Examiners is to evaluate applicants for the Malcolm Baldrige National Quality Award based on the Criteria for Performance Excellence. Examiners review, write an analysis of, and score written applications and prepare the final scorebooks that are the basis for feedback reports to applicants. They also participate in consensus evaluations and site visits. In doing so, Examiners are required to have expertise in business, education, or health care management processes, and results; have knowledge of practices and improvement strategies leading to performance excellence; possess and use good analytical, writing, and oral communication skills; and work as team members. Examiners must meet the highest standards of qualification and peer recognition.

Please provide a recommendation relating to your knowledge of the applicant's qualifications to be an Examiner. **To submit the recommendation on paper, fill out the entire form and return the original form and four copies (two-sided copies are preferred) with your signature across the seal of the envelope. Return your recommendation form to the applicant early enough to ensure that the completed application can be submitted to the Baldrige National Quality Program Office with a postmark no later than January 5, 2005. (The completed recommendation forms must be included with the application package that is mailed to the Baldrige National Quality Program Office by the applicant, or the applicant may mail the forms separately if the application is submitted electronically.) Please note: Fax copies are not acceptable.**

Using as a basis for comparison your peer group (professional colleagues), please rank the applicant's knowledge in the following categories, which are drawn from the Baldrige Criteria for Performance Excellence. Place an "x" in the appropriate column.

	Don't Know	Lower 50%	Upper 50%	Upper 25%	Upper 10%	Upper 1%
1. Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Strategic Planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Customer and Market Focus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Measurement, Analysis, and Knowledge Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Human Resource Focus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Process Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Business Results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Using as a basis for comparison your peer group (professional colleagues), please rank the applicant's ability in the following areas. Place an "x" in the appropriate column.

	Don't Know	Lower 50%	Upper 50%	Upper 25%	Upper 10%	Upper 1%
1. Expertise in the management of business, education, or health care	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Expertise in the analysis of results in business, education, or health care	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Knowledge of practices and improvement strategies leading to performance excellence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Written skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Leadership skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Interpersonal skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Education or training skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

RECOMMENDATION FORM (continued)

Name of Applicant: _____ **Applicant Phone No.:** _____

Name of Recommendation Provider: _____

Title: _____ Provider Phone No.: _____

Employer: _____ Years Known Applicant: _____

Please evaluate the applicant's qualifications to be an Examiner.

Upon the applicant's request, the Baldrige National Quality Program Office will make this reference available to the applicant.

Recommendation _____ Date _____
Provider Signature *Please sign in blue ink.*

North American Industrial Classification System (NAICS) Codes

Please insert NAICS Codes most relevant to your area(s) of expertise on the Personal Information Form (page 10). If you wish to access the NAICS codes on-line, connect to www.census.gov, select “subjects A to Z,” select “NAICS” (North American Industry Classification System).

<u>Code</u>	<u>Sector</u>	<u>Code</u>	<u>Sector</u>	<u>Code</u>	<u>Sector</u>
111	Crop Production	444	Building Material and Garden Equipment and Supplies Dealers	611	Educational Services
112	Animal Production	445	Food and Beverage Stores	6111	Elementary and Secondary Schools
113	Forestry and Logging	446	Health and Personal Care Stores	6112	Junior Colleges
115	Support Activities for Agriculture and Forestry	447	Gasoline Stations	6113	Colleges, Universities, and Professional Schools
211	Oil and Gas Extraction	448	Clothing and Clothing Accessories Stores	6114	Business Schools and Computer and Management Training
212	Mining (except Oil and Gas)	451	Sporting Goods, Hobby, Book, and Music Stores	6115	Technical and Trade Schools
213	Support Activities for Mining	452	General Merchandise Stores	6116	Other Schools and Instruction
221	Utilities	453	Miscellaneous Store Retailers	6117	Educational Support Services
236	Construction of Buildings	454	Nonstore Retailers	621	Ambulatory Health Care Services
237	Heavy and Civil Engineering Construction	481	Air Transportation	6211	Offices of Physicians
238	Specialty Trade Contractors	482	Rail Transportation	6212	Offices of Dentists
311	Food Manufacturing	483	Water Transportation	6213	Offices of Other Health Practitioners
312	Beverage and Tobacco Product Manufacturing	484	Truck Transportation	6214	Outpatient Care Centers
313	Textile Mills	485	Transit and Ground Passenger Transportation	6215	Medical and Diagnostic Laboratories
315	Apparel Manufacturing	486	Pipeline Transportation	6216	Home Health Care Services
316	Leather and Allied Product Manufacturing	487	Scenic and Sightseeing Transportation	6219	Other Ambulatory Health Care Services
321	Wood Product Manufacturing	488	Support Activities for Transportation	622	Hospitals
322	Paper Manufacturing	491	Postal Service	623	Nursing and Residential Care Facilities
323	Printing and Related Support Activities	492	Couriers and Messengers	711	Performing Arts, Spectator Sports, and Related Industries
324	Petroleum and Coal Products Manufacturing	493	Warehousing and Storage	712	Museums, Historical Sites, and Similar Institutions
325	Chemical Manufacturing	511	Publishing Industries (except Internet)	713	Amusement, Gambling, and Recreation Industries
326	Plastics and Rubber Products Manufacturing	512	Motion Picture and Sound Recording Industries	721	Accommodation
327	Nonmetallic Mineral Product Manufacturing	515	Broadcasting (except Internet)	722	Food Services and Drinking Places
331	Primary Metal Manufacturing	516	Internet Publishing and Broadcasting	811	Repair and Maintenance
332	Fabricated Metal Product Manufacturing	521	Monetary Authorities—Central Bank	812	Personal and Laundry Services
333	Machinery Manufacturing	522	Credit Intermediation and Related Activities	813	Religious, Grantmaking, Civic, Professional, and Similar Organizations
334	Computer and Electronic Product Manufacturing	523	Securities, Commodity Contracts, and Other Financial Investments and Related Activities	814	Private Households
335	Electrical Equipment, Appliance, and Component Manufacturing	524	Insurance Carriers and Related Activities	921	Executive, Legislative, and Other General Government Support
336	Transportation Equipment Manufacturing	525	Funds, Trusts, and Other Financial Vehicles	922	Justice, Public Order, Safety Activities
337	Furniture and Related Product Manufacturing	531	Real Estate	923	Administration of Human Resource Programs
339	Miscellaneous Manufacturing	532	Rental and Leasing Services	924	Administration of Environmental Quality Programs
423	Merchant Wholesalers, Durable Goods	533	Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)	925	Administration of Housing Programs, Urban Planning, and Community Development
424	Merchant Wholesalers, Nondurable Goods	541	Professional, Scientific, and Technical Services	926	Administration of Economic Programs
425	Wholesale Electronic Markets and Agents and Brokers	551	Management of Companies and Enterprises	927	Space Research and Technology
441	Motor Vehicle and Parts Dealers	561	Administrative and Support Services	928	National Security and International Affairs
442	Furniture and Home Furnishings Stores	562	Waste Management and Remediation Services	999	Unclassified Establishments
443	Electronics and Appliance Stores				

Baldrige National Quality Program

Baldrige National Quality Program
National Institute of Standards and Technology
Technology Administration
United States Department of Commerce
Administration Building, Room A600
100 Bureau Drive, Stop 1020
Gaithersburg, MD 20899-1020

The National Institute of Standards and Technology (NIST) is a nonregulatory federal agency within the Commerce Department's Technology Administration. NIST's primary mission is to develop and promote measurement standards and technology to enhance productivity, facilitate trade, and improve the quality of life. The Baldrige National Quality Program (BNQP) at NIST is a customer-focused federal change agent that enhances the competitiveness, quality, and productivity of U.S. organizations for the benefit of all citizens. BNQP develops and disseminates evaluation criteria and manages the Malcolm Baldrige National Quality Award. It also provides global leadership in promoting performance excellence and in the learning and sharing of successful performance practices, principles, and strategies.

Call BNQP or visit our Web site for

- information on improving the performance of your organization
- information on eligibility requirements for the Baldrige Award
- information on applying for the Baldrige Award
- information on becoming a Baldrige Examiner
- information on the Baldrige Award recipients
- individual copies of the Criteria for Performance Excellence—Business, Education, and Health Care (no cost)
- information on BNQP educational materials
- case studies

Telephone: (301) 975-2036; Fax: (301) 948-3716; E-mail: nqp@nist.gov
Web site: www.baldrige.nist.gov

American Society for Quality
600 North Plankinton Avenue
P. O. Box 3005
Milwaukee, WI 53201-3005

By making quality a global priority, an organizational imperative, and a personal ethic, the American Society for Quality becomes the community for everyone who seeks quality technology, concepts, or tools to improve themselves and their world. ASQ administers the Malcolm Baldrige National Quality Award under contract to NIST.

Call ASQ to order

- bulk copies of the Criteria
- Award recipients videos

Telephone: (800) 248-1946; Fax: (414) 272-1734; E-mail: asq@asq.org
Web site: www.asq.org

recognition